

B. At present it is considered RUFUS* has 9 key points with which he will be concerned in the target country:

1. Coban Garrison and Field*
2. Zacapa*
3. Jutiapa*
4. Mazatenango Garrison and Field*
5. Quezaltenango Garrison and Field*
6. Quiche Garrison and Field*
7. Guatemala City and Central Zone, Garrisons and Fields and major commo points*
8. San Jose*
9. Puerto Barrios Garrison, Port and Field*

The operations against each separate target will be compartmented except at RUFUS's* staff level.

C. To maintain this compartmentation separate staging areas for each operation will be obtained. In each case the staging area would be just across the [] line from the target when feasible. Selection and obtaining of these sites in [] should be a priority job for you through RUFUS* during February. [] will arrange for sites within its jurisdiction at your request. [] will monitor your negotiations with []. As per our discussion, you should now be examining the problems to be encountered. These sites should be a rented isolated farm area but you may find such farms impossible to obtain in the interests of security, and a black isolated base on the border obtained instead. These observations should be clarified prior to our 1 February* meeting and action concerning same discussed at that time.

D. The [] training now being laid-on to commence 11 January* is to produce as discussed:

- 4 Staff men*
- 10 organizers*
- 10 shock troop leaders*
- 4 saboteur experts*
- 2 assassination specialists*

As discussed, the 4 staff men* will be returned to RUFUS* to assist in his planning. The 10 organizers* and 10 shock troop leaders* will be retained and, as two-man teams, provide the trained-specialist leadership and/or viewpoint for a specific target. These leader-organizer* teams may,

1. Send the organizer* to the target to conduct organization while the shock troop specialist* remains at safe site collecting personnel and training and preparing them for action; or

2. The organizer* might enter the target area only long enough to instruct the selected leader already within the target complex in organizing for partisan warfare* and to set up future actions of supplying the partisans* organized and conduct such courier-supply operations as necessary. The shock troop specialist* for that particular target might only instruct already-positioned leaders or possibly lead a shock troop* action in assistance of already-positioned forces or might be released to train and lead a reserve unit if such personnel becomes available. The actual employment of these organizers* and shock troop leaders* can only be determined after RUFUS's* evaluation of his assets and capabilities are thoroughly studied and assessed. Since it is necessary in order for RUFUS's* preparations to get the fullest attention to have the operational plans in his hands by 1 March* at the latest, you can readily see the necessity for making it a priority task to turn in the biographical data on RUFUS's* assets and RUFUS's* operational plans.

E. Sabotage experts* produced from the training will in turn conduct a three weeks' course at 4 appropriate safe areas just inside [] for approximately 16 selected team leaders.

Where possible these 16 leaders will have been recruited from within the target area* and each will be responsible for a target nearby his natural habitat. When possible, an excuse for three weeks' absence from the target area will be formulated beforehand and a sabotage leader* reinstated immediately to recruit and train his team and commence his operation on signal. Again when evaluation and assessment of our present assets near each sabotage target* have been compiled and when [] requests have produced sufficient information from which specific targets have been selected, it may be considered more feasible to use the trained expert* as an instructor to persons on the spot in certain instances as well as melting back into the natural habitat and lying dormant until the time to strike. This flexibility in planning it must be maintained up until the final operational plan is forthcoming approximately 1 March*. However, positive sabotage targets* planning should be in your hands from this Headquarters 15 February* so that RUFUS* can recruit accordingly. It is tentatively the trend of planning that the sabotage* program will be in three stages:

Stage 1. Passive sabotage* which will be that produced through the effectiveness of psychological warfare* efforts. This will not be a directed sabotage* program nor will RUFUS*-[] personnel be responsible for any portion of it.

Stage 2 is an active stage which in any case will not be activated earlier than 2 to 3 days prior to the movement of target of the special units (tactical radio operators*, shock troops*, etc.) It is entirely possible that a completed study may show the feasibility of holding this second stage to merely hours short of H hour or even possibly to occur simultaneously with Stage 3.

Stage 3 will be D Day, H hour, overt sabotage* using demolitions* arson* and other overt means to coincide with the opening of overt[] action and aimed at cutting communication lines*, complete demolition of the main radio station* and blocking reinforcements by the active opposition*. As stated above, designation of these targets should be forthcoming by mid-February* and recruiting should commence accordingly. Again after a study of evaluation of existing assets it will be decided whether assets exist within the vicinity of the target or whether training specialists will return and recruit a team to conduct the mission or whether training specialists instruct the existing assets and provide for equipping them; or whether the mission is to be initiated in concurrence with the attack or whether it is only set up if needed during the attack and consolidation. This planning will come as a portion of the final operational plan due approximately 1 March*.

F. The assassination specialists will be utilized to return to RUFUS* K* teams for instructional purposes. These K* teams should be compartmented as soon as possible and EEI's on their targets will be compiled for them and their operational plans fitted into the overall plan.

G. The Commo* trainees will be turning out both resident* operators* (located near the target but compartmented from the activities at the target) and tactical* operators* (located at the staging site until just prior to operations) who will be the communications* link* during overt operations on D Day. In individual cases where the target commander is now a part of the target garrison* the tactical radio operator* will be positioned with a protective unit and the marriage with the partisan* unit will be at H Hour. In individual cases where the target will be

attacked by shock troops* from the outside, the tactical radio operator* will travel with his unit. In combined situations the tactical radio operator* will travel with the shock troops*. The resident radio operator* will not enter into the overt phase but will provide intelligence* before and after the operation. Using proper clandestine procedures, we will effect a contact with the leader of the underground* and serve as message center* between the underground leader* and RUFUS*. When D Day operations commence, transmission of radio traffic* will go through the tactical radio operators*. During the entire proceeding, [] will be getting field messages direct from both tactical* and resident radio operators*. [] will stand as the message* center* during all operations. The first two and best two radio* operators* will be sent to RUFUS* to establish direct commo*, [] to RUFUS*. All incoming intelligence will be forwarded to RUFUS* immediately. All RUFUS* instruction will be passed to his target leaders via []. This will in no way affect the speed of transmission nor will RUFUS's* control of the situation be lessened by the fact that the equipment* and signal plans* are at []. Until the D Day trigger is pulled, Headquarters will be utilizing this control to lend direction to all operations. During the overt action stage, Headquarters can only serve as a disseminator of messages* and will be set up to handle a heavy traffic quickly. It is now estimated that 5 hour round trip traffic can be expected—RUFUS*—to—Headquarters*—to—RUFUS* and RUFUS*—to—Headquarters*—to—target commander* and vice versa, allowing decoding*, answering* and recoding*. RUFUS* should personally conduct the principal city target* country* operation physically at the scene of action. It is realized the increased value to be gained from instantaneous radio commo* with his individual units. However, there is little RUFUS* could do with instantaneous communication in this situation and the major job of conducting the principal city* operation will occupy his full time and attention. The 5 hour time lag will keep him well-informed as to events over the country before phone lines are re-established and inter-target consolidation is accomplished.

4. The operational planning will allow for three different stages of planning, the first being the one just discussed and the second to accomplish consolidation once Stage 1 has been completed successfully; the third being a guerilla warfare plan which would be put into operation in areas if the first plan is only partially successful. This thinking needs to be more thoroughly studied but tentatively it is planned for stand-by overflights with which these units can be resupplied and consolidated with successful segments of plan one.

II. Finance

A. The \$19,090 pouched to you, c/o [] is to be dispensed at the rates and within the limits we discussed at our last meeting. This breakdown will be accounted for as follows:

1. For [] Camp

<u>Item</u>	<u>Minimum</u>	<u>Maximum</u>
Food, 35 men and 15 guards	\$ 1,500	\$ 2,500
Pay, gd. force, 15 men	300	500
Medical Supplies	100	100
Clothing	500	750
POL	100	250
Land Rent	300	500
[] Office, 2 men & rent	200	500
Transportation facilities	200	500
	<u>\$ 3,200</u>	<u>\$ 5,600</u>
Emergency Fund		840
TOTAL		<u>\$ 6,440</u>

2. For holding 220 men	\$11,000
(Incl. selection SAB.* experts)	
Emergency Fund	<u>1,650</u>
TOTAL	<u>\$12,650</u>

B. As per our discussion, the accountability for January expenditures will be your responsibility. For February expenditures, you will be responsible only for that portion allotted to RUFUS* for recruitment and [] operations. Finances for training camp expenditures will be pouched to [] who will be responsible for dispensing of and accounting for the February funds concerning training.

C. In addition, expenses for running the Commo* training camp will be pouched to, and dispensed by, and accounted for, by the Commo man* at the training camp.

D. As discussed, the other phases of project expenditures, namely [] and [], will be the responsibility of those officers in charge of the phase of that leg and will be of no concern to you.

E. Your February finances will be delivered at our 1 February* meeting and accounting of January expenditures insofar as possible made at that time.

III. Scope of responsibility

A. The entire project as discussed, has been broken into [],
[] Commo* and [] [] consists of:

1. Training

2. Operations. [] has the responsibility for training which includes logistical support of the camp in addition to directing conduct of training and insuring that training meets project standards.

Your responsibility in operations is as [] case officer, which officer:

a. Directs the Principal Agent in all [] matters to see that [] standards are maintained in the fields of:

1) Recruitment

2) Disbursal of funds

3) Preparation for operations including all contacts made by the PA; commitments made in the project name by the PA; and the conduct of the preparations so that the [] operations can be carried out as project operational plans direct.

4) Conduct of [] operations in accord with project Headquarters directives.

5) Security in that the PA fully understands the necessity of confining development of operational plans to his immediate staff.

b. It is not expected that this direction must be in the form of commands to be followed "or else" but you are directed to employ methods of presentation so that the preparations for operations are carried out within the broad framework of the directive given you. Latitude will be considered in every case to allow for your advice and experience to be utilized and for RUFUS* advice and experience to be utilized but such latitude will be checked out through me when practicable and I will direct you within the framework of the directive given me. Every attempt will be made to give your advice complete consideration and you are to work within this directive which has been broadened as far as possible for your implementation.

c. Maintain a flow of information to project Headquarters through:

- 1) Monthly assessment of [] personnel as to their ability, morale and state of readiness.
- 2) Bi-weekly assessment of the training program as discussed.
- 3) Monthly accounting of expenditures.
- 4) Maintain a close bibliographical analysis on all recruited personnel and potential personnel being considered.

d. Add your advice on the practicality of the planning and form an indigenous perspective and from the active opposition perspective on all matters under consideration by project Headquarters.

e. You are to maintain compartmentation between training and operations. [] command channel is straight to this office. Your connections with the training camp will be limited to:

- 1) Setting up of the camp and camp procedures as discussed;
- 2) Presentation of [] to project personnel in the spirit necessary.
- 3) [] within the limits of our previous discussions.
- 4) Delivery of the bodies and assessments to the training area (all assessments to be known to the training chief by code number only).
- 5) Delivery of bodies from the training area to the staging areas.
- 6) [] contact and coordination with RUFUS* to insure that his personnel receive direction and motivation and preparation for coming up to [] standards of training.

7) Bi-weekly assessment to this office on training progress and standards.

3) Close coordination of your operational ideas with [] for the purpose of implementing them into training.

9) The reception of incoming equipment and training and disposal as discussed ([] contact report 22, 23, 24 December and [] memorandum on black flight* preparations.

f. You are to operate independent of the [] except to keep it informed on matters which they need to know in order to cover up illegal operations connections with the U. S. Government*.

g. You are to discuss all problems within the jurisdiction of [] and [] with those [] and receive their approval before

1) Making contact with [] or indigenous personnel outside the RUFUS* organization.

2) Acquiring land within the jurisdiction of the station responsibility.

h. You are to receive [] approval before recruiting non-RUFUS* personnel for any witting duty within the project.

i. Your reports verbal and written and your cables are to be addressed to [].

IV. Support

A. [] [], Commo* and [] have the sole function of making your [] activities a success.

B. The initial equipment is arriving as discussed (see [] [] contact reports and memorandum on black flight* arrangements)

C.- 1. A break down of equipment per target for placing at the safe site area for that target is being considered. Your sum total of equipment is as discussed (arms and equipment assay [] memo). This is designed to make all men during the short term active operational period self-sufficient as to weapons, equipment, medical and survival rations to operate with full efficiency and self-sufficiency for a ten day period. The method of getting the material into the target

area and the time for movement of equipment to the target area is yet to be firmed up except that it is contemplated moving into the staging sites will be by black flight* into nearest fields or pre-arranged airdropping and prearranged movement to the staging sites by means to be developed. Movement to the target area will be determined by the target area sites and will fit the individual case. It is contemplated by subject to [] and study that continuous black trips* by courier transport utilizing surplus personnel as couriers and subsequent stashing and cashing will permit a build-up for assets-in-position while the 50 pound self-sufficiency equipment kit will enable the shock troop and radio operators* and incoming sabotage teams* to be self sufficient for the ten day maximum expected period. More research will be forthcoming along this line of thought.

2. Support requirements during the second phase of overt [] operations will be limited to possible replacement of key instruments and items necessarily destroyed by sabotage*, consolidation requirements, operational funds, special consolidation items.

3. Support equipment for the third phase of the overt [] operations will have been arranged, gathered, packaged, and were marked for emergency black flight* so that if any of the units finds it necessary to go into this third phase, re-supply can be arranged through their tactical radio*. This third phase operational plane will of necessity be limited to a short number of weeks due to the topography of the target country and the nature of the expected consolidation of those units successful in the first stage.

V. The purpose of this letter of instruction was to define the scope of your responsibilities and acquaint you with the path of thinking now prevalent in your project headquarters. The implementation of this ~~xxxx~~ contemplated program are subject to constant change as the situation develops and you will be notified immediately on any changes.

VI. Yours and [] ability to implement the massive scale of planning and preparation that is going into this project is the determining factor in the amount of success achieved. The conversion of this plan into actual fact is a heavy responsibility and that fact is recognized in this project Headquarters. Take advantage of the excellent support that I feel is behind you.